



BRAND STANDARDS MANUAL



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1

UNDERSTANDING OUR BRAND

SETTING OUR **BRAND** APART

Before making a decision about The IIA's brand, you should ask yourself one question: Who do I work for? The answer: internal auditors. This answer captures the true spirit of our brand. Knowing that you work for internal auditors first and foremost will help you as you create communication materials for The IIA.

Of course, this does not mean that you should not concern yourself with other stakeholders within our members' organizations; it simply goes to the heart of what we are all about. In serving the needs of internal auditors, we also serve the needs of their respective organizations from the president, to the CAE, to the administrative assistant.

This brand manual cannot make decisions for you, but can serve as a guide. In it, you will find plenty of information about logos, fonts, colors, photography and style – the more visible brand elements. But you will not find its heart – because the heart of our brand is how we behave and what we do, on a daily basis, to meet the needs of our members and connect them to the resources that will make them better internal auditors. Granted, you must know certain dos and don'ts of logos and design, it's much more important to take a step back for a moment and ask yourself, “does this reflect an association that puts its members first? Is it giving answers that matter to internal audit professionals?”

This might sound like a simple way of making brand decisions, but it does not mean they will be easy to make. In fact it may make those decisions even more difficult. Choosing the right words and images, and putting better member experiences first and foremost – all take time, effort, and care. If this is what we strive for, it will set our brand apart and make The IIA the #1 resource for internal auditors around the globe.

WHAT IS A BRAND?

A brand is more than a logo or illustration — It represents the sum total of the experiences someone has in dealing with an organization.

OUR BRAND IS:

- ☐ Our identity.
- ☐ Our reputation.
- ☐ Our image.
- ☐ The feelings associated with our organization.
- ☐ Personality.
- ☐ The thing that makes us unique.
- ☐ People's experience with The IIA.
- ☐ The glue that connects all of our products and services.
- ☐ A mental construct behind everything we are and everything we do.

EVALUATING THE **BRAND**

FIVE METRICS OF A STRONG BRAND

The brand — as idea, promise, and experience — must fulfill five standards:

- 01.** It must be relevant to a real or projected need in the marketplace.
- 02.** It must be deliverable — we must have the infrastructure, assets, and intellectual capital to fulfill the promise and deliver value.
- 03.** It must be credible — we must be perceived as capable of delivering on the promise.
- 04.** It must be differentiating — it must possess some quality that distinguishes it from all other relevant brands.
- 05.** It must be both inspired and inspiring — it must motivate interest, action, and enthusiasm among employees, shareholders, and customers.



**EVERYONE
MUST LIVE
THE BRAND
EVERY DAY.**

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BENEFITS OF WELL-BRANDED ORGANIZATIONS

01. Top-of-mind awareness.
02. Familiarity – familiar brands shortcut the decision-making process.
03. Trust – with a trusted brand name, an organization is in the running. Without it, it's not.
04. New product/service opportunity.
05. Emotional connection – people make buying decisions emotionally and justify them rationally.
06. Decreased price sensitivity.
07. Reduced sales cycle – a known brand means not spending time establishing a trusted relationship.
08. Increased inbound inquiries.
09. Loyalty.
10. More ink – known brands get more press.
11. Forgiveness.
12. Attract better employees.
13. Increased employee morale.
14. Reduced employee turnover and reduced recruiting, hiring, and training expense.

THE BRAND AND THE MARKETPLACE

Any time someone interacts with The IIA, it is a brand touch point. The print ad they encounter in a magazine, to the speaker at an IIA-sponsored conference, and the customer service representative who answers the phone are all reflections on our brand.

Our brand image creates expectations. It defines who we are, how we operate, and how we're different from our competitors. In essence, The IIA's brand image is a promise — a promise that must be kept.

If our brand is a promise we make, then the member or customer experience is the fulfillment of that promise. This experience can't be left to chance. It should be actively designed and controlled in a manner that enhances our brand image. It must consistently reinforce our brand promise across every touch point or the value of the brand itself is at risk.

There are three fundamental touch points between a brand and the market.

01. BEHAVIOR

02. APPEARANCE

03. LANGUAGE

THE BRAND AND THE MARKETPLACE

THREE FUNDAMENTAL TOUCH POINTS

01. BEHAVIOR

Brand behavior is the associate code of conduct toward members, partners, the public, the business community, and each other. It must be manifest in everything we do, including:

- The way the phones are answered.
- The speakers who participate in our conferences.
- The educators who provide IIA training.
- The sponsors and partners with whom we choose to align ourselves.
- The kinds of activities we pursue.

Brand behavior is the brand brought to life in the most vital, social, and personal way. Our actions as an organization should reinforce our promises at every turn, creating and sustaining a complete brand experience for everyone with whom we interact.

THE BRAND AND THE MARKETPLACE

THREE FUNDAMENTAL TOUCH POINTS

02. APPEARANCE

Appearance applies to a wide range of graphic design applications including:

- ☐ The IIA logo.
- ☐ Color palette.
- ☐ Literature, membership packages, etc.
- ☐ Business systems.
- ☐ Architectural signs.
- ☐ Trade show displays.
- ☐ Publications and packaging.
- ☐ Attire.

These must be consistent with each other and clearly and recognizably express The IIA's brand positioning.

THE BRAND AND THE MARKETPLACE

THREE FUNDAMENTAL TOUCH POINTS

03. LANGUAGE

Language spans The IIA's entire system of verbal communications, including, but not limited to:

- ☐ Ad copy.
- ☐ Announcements.
- ☐ Articles.
- ☐ Taglines.
- ☐ Internet content.
- ☐ Interviews.
- ☐ Key messages.
- ☐ Press releases.
- ☐ Publications.
- ☐ White papers.
- ☐ Product names.

Tone and manner shapes every message The IIA sends. As with look and feel, this language must be consistent across all media and serve as a recognizable and faithful voice of the brand, even as we speak to our distinct audiences.

A large, light-colored dotted circle that frames the central text.

OUR **BRAND** IS
THE EXPERIENCE
THAT OCCURS
EVERY TIME
THE IIA AND OUR
AUDIENCE **TOUCH.**

TRANSLATING THE BRAND

THE AUDIENCE: The IIA speaks to and serves a number of different audiences.

OUR PRIMARY AUDIENCE: MEMBERS AND CUSTOMERS

This can be broken down in a number of different ways:

PROFESSIONALS:

- ☐ CAEs.
- ☐ Staff internal auditors.
- ☐ Entry-level internal auditors.
- ☐ “Pass-through” internal auditors.

TYPE OF SHOP:

- ☐ Small audit shops with 5 or fewer.
- ☐ Audit shops of all other sizes.
- ☐ Audit shops that use co-sourcing.
- ☐ Newly-established audit shops.

TYPE OF ORGANIZATION:

- ☐ Privately held companies.
- ☐ Publicly held companies.
- ☐ Government agencies.
- ☐ Industry-specific.

OUR SECONDARY AUDIENCE:

- | | |
|---|--|
| ☐ The business world / the general public: | ☐ Regulators. |
| • C-Set. | ☐ Legislators. |
| • Management. | ☐ Advocacy targets. |
| • Audit committees. | ☐ Internal auditors at every level. |
| • Board of directors. | ☐ Academics and students. |
| | ☐ Professional associations. |

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BRAND TECHNICALITIES

IIA LOGO

The foundation of a graphic identity is the logo. Designed as a representative mark or symbol of The Institute, it reflects the globalization, modernization, and forward thinking of The IIA. Therefore, it should be thought of as a graphic element rather than as individual letters and always kept intact. Although several versions of the logo are available and can be used as described in this manual, users are encouraged to incorporate the IIA signature — logo and name together — whenever possible.

When reproducing the logo or the signature, the following apply:

- **OFFICIAL COLORS:** IIA Blue (PMS 295), Black, and White.
Four-color process color match: C=100, M=68, Y=8, and K=52
- **OFFICIAL FONT:** ITC Eras Demi for “The Institute of Internal Auditors”

Reproduction-quality electronic files of The IIA’s logo and signature can be obtained through The IIA’s marketing department.



IIA LOGO



IIA SIGNATURE

IIA LOGO

The “stacked” version of the IIA signature is preferred, although The Institute realizes that some applications will require one of the alternative designs due to space and layout considerations.



The IIA signature may be printed on any solid color, screen of color, illustrative or photographic background as long as the background does not show through the logo. When placed against a dark background, The IIA logo or signature should be reversed out (white).



LOGO USAGE: INSTITUTES (INTERNATIONAL)

Although some IIA institutes have developed separate logos and signatures, many have incorporated the IIA logo into their design. As in the past, institutes are invited to adopt the logo to help develop a common IIA brand and identity throughout the world. The IIA logo or signature can be used in conjunction with the institute's name, and even in conjunction with the institute's own logo; however, the same guidelines regarding continuity, size, and scale outlined in this manual apply when including the IIA logo in an institute signature.

Below are examples of actual institute logos as well as additional ideas of how the graphic element can be used by international institutes. Any institute seeking suggestions on signature design and implementation are encouraged to contact IIA headquarters' marketing department.



LOGO USAGE: CHAPTERS (U.S., CANADA, CARIBBEAN)

Below are several examples of IIA chapter logos and signatures for the United States, Canada and Caribbean. A chapter logo and signature has been created for each chapter for use within their marketing and event materials.

IIA Chapter logos are available for download on the chapter leader resource page of The IIA's Web site.



LOGO USAGE: INCORRECT APPLICATIONS

To preserve the identity of the IIA logo and promote a consistent brand image, it must remain unaltered. As a trademarked symbol of The Institute, it should be thought of as a graphic element rather than as individual letters and therefore kept intact. The same guidelines regarding continuity, size, and scale outlined in this manual are requested when using the logo.

Anyone seeking suggestions on logo usage are encouraged to contact IIA headquarters' marketing department.

The logo should be scaled proportionally at all times. No part of the logo should be altered in any way that changes the logo from its original design. Additional shapes or designs should not be added to the logo.



The logo should not be combined with any other graphic forms or become a part of another graphic/logo. It should not be altered to form alternate designs, logos, or symbols that do not represent the original IIA logo or signature.



The logo may not be used as part of a word in an institute or chapter logo. It was designed to stand on its own and represent the global organization of internal auditing as well as the individual affiliates in all states and countries.



CERTIFIED INTERNAL AUDITOR® (CIA®) SIGNATURE

As with The IIA signature, the CIA signature is designed as a representative mark or symbol for the certified internal auditor. Again, it should be thought of as a graphic element rather than as individual letters and therefore should be kept intact. In addition, the same usage guidelines that are expected of the IIA signature and logo, outlined on page 17 of this manual, apply to the CIA signature and logo.

When reproducing the CIA logo or signature, the following apply:

- **OFFICIAL COLORS:** Red (PMS 194), Black, and White
Four-color process color match: C=7, M=100, Y=54, and K=35
- **OFFICIAL FONT:** ITC Eras Demi for “Certified Internal Auditor”

Reproduction-quality electronic files of The IIA’s CIA® signature can be obtained through The IIA’s marketing department.



COLOR PALETTE

The IIA color palette represents a balance between the strong, stable and corporate feel of the “brand blue” and the energy, exuberance and modern feel of the complementary colors. This combination of colors is reflective of The IIA’s brand personality, which is equal parts experience and passion, as well as the profession itself, which has a history of being professional and conservative. However, today’s profession is also composed of a new breed of young internal auditors with more entrepreneurial spirit.

- Create a strong, unified identity by a set of 3 core brand colors.
- Create a wide ranging secondary color palette and eliminate departmental specific colors.
- New color palette pairs the classic IIA Blue (PMS 295) with colors that have a modern, fresh feel.

CORE BRAND COLORS

PMS 295	C: 100 M: 68 Y: 8 K: 52	PMS 453	C: 10 M: 6 Y: 28 K: 14	PMS 194	C: 7 M: 100 Y: 54 K: 35
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SECONDARY COLORS

PMS 547	C: 100 M: 29 Y: 27 K: 79	PMS 5545	C: 60 M: 17 Y: 38 K: 48	PMS 716	C: 0 M: 55 Y: 90 K: 0	PMS 200	C: 3 M: 100 Y: 66 K: 12	PMS 417	C: 28 M: 18 Y: 28 K: 54
PMS 5493	C: 46 M: 5 Y: 14 K: 14	PMS 368	C: 63 M: 0 Y: 97 K: 0	PMS 123	C: 0 M: 21 Y: 88 K: 0	PMS 485	C: 0 M: 93 Y: 95 K: 0	PMS 7503	C: 10 M: 15 Y: 45 K: 28
PMS 5517	C: 18 M: 3 Y: 9 K: 10	PMS 381	C: 23 M: 0 Y: 89 K: 0	PMS 468	C: 2 M: 7 Y: 26 K: 5	PMS 7501	C: 0 M: 4 Y: 20 K: 7	PMS 5793	C: 16 M: 5 Y: 28 K: 15

CERTIFICATION COLORS

PMS 194 [CIA]	C: 7 M: 100 Y: 54 K: 35	PMS 561 [CFSA]	C: 83 M: 16 Y: 45 K: 54	PMS 511 [CCSA]	C: 46 M: 90 Y: 12 K: 50	PMS 647 [CGAP]	C: 96 M: 53 Y: 5 K: 24
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TYPOGRAPHY (SAN-SERIF)

The new san serif font, Trade Gothic, is bold, clear and reflects the modern tone of today's IIA. Trade Gothic is a particularly readable san serif font and can therefore be used with long headlines and even in all caps. It also works well for sections of copy that are to be highlighted within a piece.

- Trade Gothic becomes the new san serif font replacing News Gothic.
 - News Gothic and News Gothic MT set in similar weights causing confusion and very little flexibility.
 - There is no italic News Gothic condensed font.
- Trade Gothic includes multiple weights and styles for ease and flexibility of usage. It includes light, medium and bold weights along with condensed and extended versions.
- Trade Gothic sets similar to News Gothic for ease of transitioning between current design and future design.

Trade Gothic Medium

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Oblique

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Bold Oblique

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Condensed No. 18

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Condensed No. 18 Oblique

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Bold Condensed No. 20

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Bold Condensed No. 20 Oblique

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic Light Oblique

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 123456789

Trade Gothic LH Extended

ABCDEFGHIJKLMNOPQRSTUVWXYZ...
abcdefghijklmnopqrstuvwxyz... 123456789

Trade Gothic LH Bold Extended

ABCDEFGHIJKLMNOPQRSTUVWXYZ...
abcdefghijklmnopqrstuvwxyz... 123456789

TYPOGRAPHY (SERIF)

Generally, the serif font, Fairfield is chosen for use as the body copy for ads or other longer blocks of text. This particular serif font is easy to read and has a classic style without being stodgy.

- Fairfield used as the main serif font.
- Classic and elegant font.
- Multiple weights and styles for ease and flexibility of usage.
 - Includes light, medium, bold and heavy weights.
 - Small cap, italic, swash and caption options.

Fairfield LH 45 Light
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 46 Light Italic
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 55 Medium
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 56 Medium Italic
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 75 Bold
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 76 Bold Italic
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 85 Heavy
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

Fairfield LH 86 Heavy Italic
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqrstuvwxyz 123456789

The Fairfield font family also contains the following fonts:

Fairfield LH 45 Light Small Caps & Oldstyle Figures

Fairfield LH 45 Light Caption

Fairfield LH 55 Medium Small Caps & Oldstyle Figures

Fairfield LH 56 Medium Italic Swash Oldstyle Figures

Fairfield LH 75 Bold Small Caps & Oldstyle Figures

Fairfield LH 75 Bold Caption

Fairfield LH 76 Bold Italic Swash Oldstyle Figures

Fairfield LH 85 Heavy Small Caps & Oldstyle Figures

Fairfield LH 85 Heavy Caption

Fairfield LH 86 Heavy Italic Swash Oldstyle Figures

IMAGERY

Black and white and duotone photographs create a strong background that allows the bold colors of the brand to pop off the page. When color photography is used, it must have a muted overall tone, and as with the black and white images, the subject within the photo must be clearly the focal point, no conflicting backgrounds. That is the reason that in many cases, images are chosen that have “out of focus” backgrounds.

PHOTO STYLES

- ☐ Editorial.
- ☐ Soft focus or blurred.
- ☐ Interesting angles and crops.
- ☐ Portraits of people and office spaces, etc. should have a modern, fresh feel and not be dated.

KEY WORDS

- ☐ Sophisticated.
- ☐ Energetic.
- ☐ Current.
- ☐ Confident.
- ☐ Dynamic.
- ☐ Professional.



3

BRAND GUIDELINES

LAYOUT STRUCTURE

The guidelines presented in the next few pages are set to generate brand recognition for The IIA and ensure a consistent structure for all of our promotional materials – including the layout of images, text and other graphic elements.

The subject matter may differ from one layout to another, but the cohesiveness of type, color, and style all support the brand and ensure a unified voice.

The IIA's style is clear, simple, and strong. We want each and every message to come across in a clear, contemporary, and professional manner.

All headquarters' marketing materials are to be reviewed and approved by The IIA's marketing department before final production.

LAYOUT STRUCTURE ADS

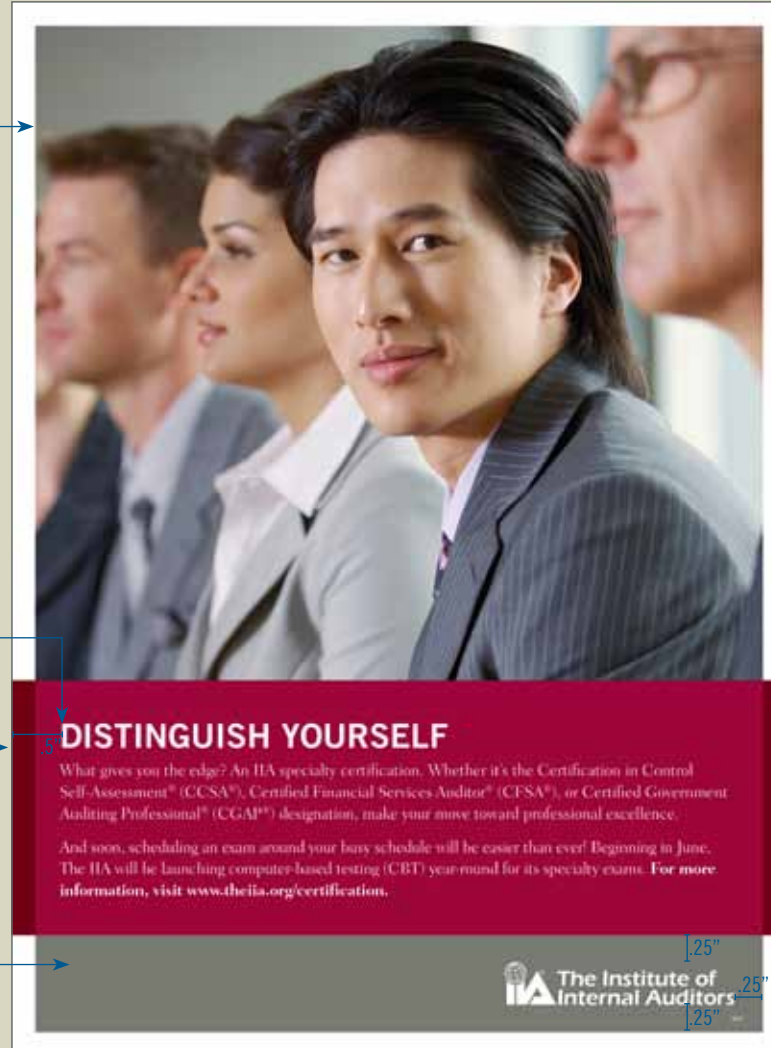
In cases where the ad is a “bleed,” The IIA design calls for the “color block” that holds the copy to bleed off the page, while a white border surrounds the photo. This clean look not only creates visual appeal, but also allows for clear hierarchy of information, with the primary message clearly contained within what appears to be the top layer of the ad. The design allows for a clean, cohesive, and yet thoroughly modern look and feel.

.25" white margin
between the image
and trim

Copy block starts .5"
from the edge

Color block bleeds
to the edge of the
document.

When an image
does not fill the ad
space, one of the
colors from the color
palette may be used
to fill the space.



When possible, the
color block should
use a transparency
of 90-80% so the
image shows through.

The side version of the
IIA signature should be
placed in the bottom
right-hand corner
with .25" clear space
around all sides.

LAYOUT STRUCTURE ADS

SAMPLE AD LAYOUTS



THE POWER TO SAVE STARTS HERE . . .
FOUR SEMINARS FOR THE PRICE OF THREE!

There are tough, training budgets, and there's more than one way to do it. But it has never been more important that you keep your skills up-to-date, understand the changing professional landscape in which you practice, and show your organization that you are open to new challenges.

To support your quest for success, the IIA has restructured our "Four for Three!" seminars offer. When you register and pay for three seminars at the same IIA seminar location, the fourth seminar will be **on-the-house!** Choose from more than 60 topic-specific courses: audit fundamentals, risk and control, SOX, risk management, audit specifications, and technology at locations across the U.S.

IAA Training gives you the power to save on the best training there is!
Log in to www.theiaa.org/training and let the savings begin.

July 21 – 24, 2009 / Las Vegas, NV, USA
July 28 – 31, 2009 / Boston, MA, USA
August 4 – 7, 2009 / San Francisco, CA, USA
August 31 – Sept. 3, 2009 / Palm Beach, FL, USA
September 14 – 17, 2009 / Orlando, FL, USA
September 22 – 25, 2009 / Dallas, TX, USA

The Institute of Internal Auditors



**Transparency
Reliability
Effectiveness
Ethics**

When it comes to building awareness of what internal auditing is all about, it's got to be the most of the problem! Too many people don't have a clear understanding of the value internal auditors bring to an organization. And too many internal audit practitioners don't have the tools they need to communicate that value. The Institute of Internal Auditors' TREA campaign will help you plant words of understanding about the growing internal audit profession, which is so deeply rooted in the concepts of Transparency, Reliability, Effectiveness, and Ethics.

The TREA campaign and other promotional tools – such as brochures, posters, and presentations – can be started by visiting www.theiaa.org/trea where the professionals promoting the profession. Contact PR@theiaa.org to find out how you can receive materials to grow and strengthen awareness of the profession.

The Institute of Internal Auditors



PILOT YOUR CAREER TO NEW HEIGHTS

VISION UNIVERSITY

Vision University, The IIA's premier executive development training program, will help you pilot your career to new heights. Facilitated by leaders in the profession, you will gain insight, guidance, and improved knowledge of how to strengthen your skills to meet today's challenges and inspire peak performance. Vision University gives you the tools to make a difference within your organization.

VISION UNIVERSITY: THE NEW CBE / April 27 – 30 or November 6 – 12, 2009 / Scottsdale, AZ
This dynamic, four-day program prepares you to direct your organization's control and risk assessment activities and lead the delivery of quality assurance and consulting services.

VISION UNIVERSITY: THE EXPERIENCED CBE / September 14 – 17, 2009 / Chicago, IL
Learn how to better anticipate challenges, develop responsive strategies, and position internal audit as a key component of your organization's corporate governance structure.

For more information visit www.theiaa.org/training, call +1-607-937-1304, or e-mail visionu@theiaa.org.

The Institute of Internal Auditors

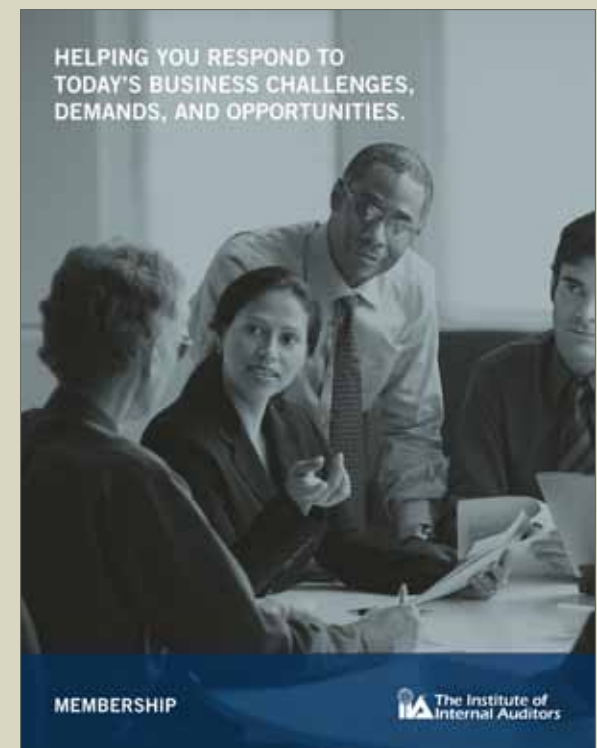
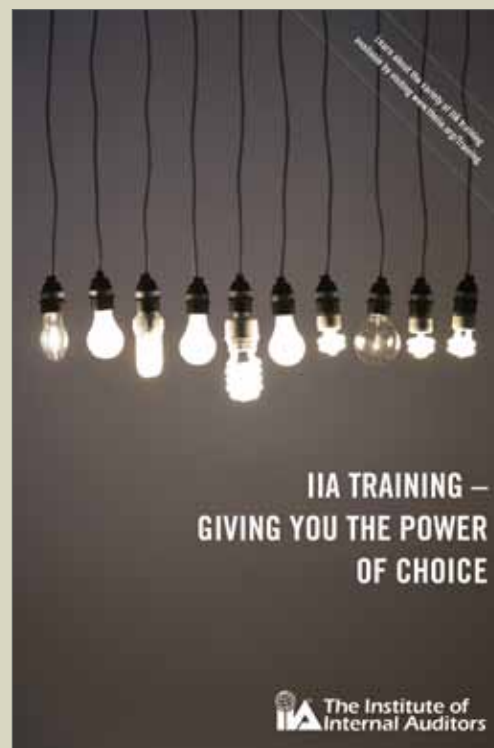
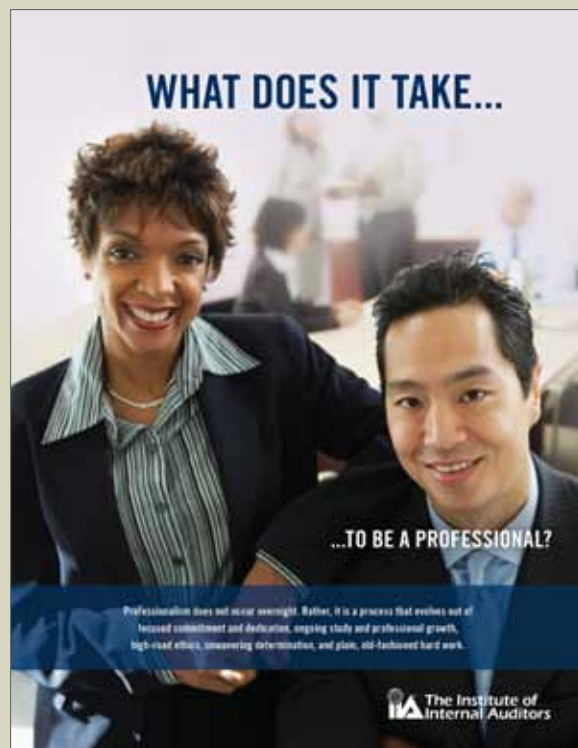
LAYOUT STRUCTURE BROCHURES

Brochure design calls for three distinct elements: a cover image, a headline, and the IIA signature. The layout should be free from additional clutter that detracts from the intended message. Cover images should be attention getting without detracting from the message of the headline. The headline should be bold, to the point, and easy to read. A transparent color bar may be used at the bottom of the cover to include the logo and other additional information (i.e. subhead, date, location, etc.)

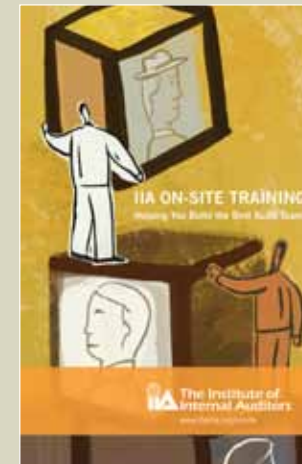


LAYOUT STRUCTURE BROCHURES

SAMPLE BROCHURE LAYOUTS



OTHER LAYOUT SAMPLES

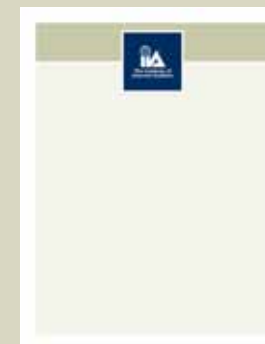
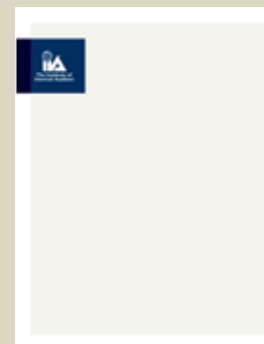
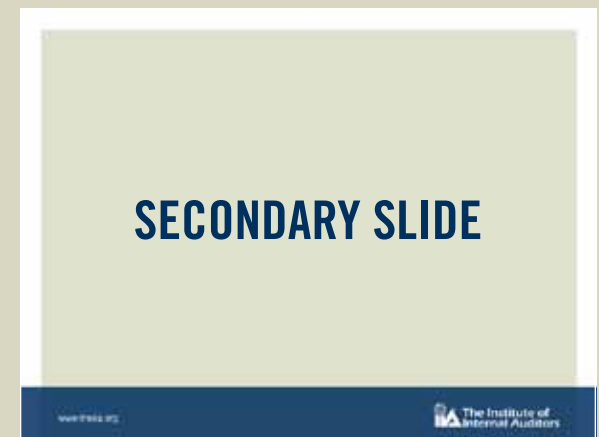


LAYOUT STRUCTURE SLIDE PRESENTATIONS & DOCUMENT TEMPLATES

The official slide template should be used in all presentations and slides by any speaker representing The IIA. Any colors or graphics added to the slides should be done so in good taste. Clip art and animations should be avoided, but if used, should be used in moderation. The same color and usage standards as described in the manual apply to slide presentations.

Four Microsoft Word templates have been made available. These templates provide a cohesiveness of layout, color and style. Each generates brand recognition and ensures a consistent visual message for the IIA.

Anyone seeking suggestions on presentation design, document layout, and implementation are encouraged to contact The IIA headquarters' marketing department.



4

COPY STYLE GUIDE

GUIDE TO THE IIA AND ASSOCIATED PRESS **STYLE**

The IIA recognizes the *Associated Press Stylebook* as a key reference for grammar and style issues, with exceptions noted in The IIA Style Guide. The *Stylebook* is widely used and contains information that will prevent writers from making errors of fact, grammar, and punctuation. A publication's use of a particular style provides consistency, accuracy, and tone.

THE ASSOCIATED PRESS STYLEBOOK PRESENTS INFORMATION SO THAT IT IS:

1. Totally accurate.
2. Clear to anyone with a high school education.
3. As tight as can be, given No. 1 and No. 2.
4. Inoffensive, unless there is an overriding reason, central to a significant news story, to include potentially offensive words or concepts.

The Associated Press (AP) was founded in 1848 as a cooperative effort among six New York newspapers that wished to pool resources for gathering international news. From the beginning, AP reporters have written their dispatches for readers from diverse social, economic, and educational backgrounds and a wide range of political views. The AP therefore strives to keep its writing style easy to read, concise, and free of bias. *The Associated Press Stylebook*, first published in 1977, clarified the news organization's rules on grammar, spelling, punctuation, and usage. Now in its sixth edition, the *Stylebook* is the standard style guide for most U.S. newspapers, and it is followed by journalists, writers, and public relations professionals internationally.

The following Quick Reference is taken from *The Associated Press Stylebook and Libel Manual*, Sixth Trade Edition, with certain exceptions or additions from The IIA Style Guide (available upon request).

NUMBERS

- Spell out the numbers one through nine; for 10 and up, use Arabic numerals. For ages and percentages, always use Arabic numerals, even for numbers less than 10.
- Spell out numerals that start a sentence; if the result is awkward, recast the sentence: *Twenty-seven detainees were released yesterday. Yesterday, 993 freshmen entered the college.*
- The one exception to this rule is in a sentence that begins with a calendar year: *1938 was a turbulent year for Leon.*
- Use Roman numerals for wars, monarchs, and Popes: *World War II, King George VI, Pope John XXIII.*
- The figures 1, 2, 10, 101, and so on and the corresponding words – one, two, ten, one hundred one, and so on – are called cardinal numbers. The terms 1st, 2nd, 10th, 101st, first, second, tenth, one hundred first, and so on are called ordinal numbers.
- For large numbers: use a hyphen to connect a word ending in y to another word: *twenty-one, one hundred forty-three, seventy-six thousand five hundred eighty-seven.*
- Do not use commas between other separate words that are part of one number: *one thousand one hundred fifty-five.*
- Spell out casual expressions: A thousand times no!
- Proper names: use words or numerals according to an organization's practice: *3M, Twentieth Century Fund, Big Ten.*

BULLETS

- Always capitalize the first word in a bulleted item.
- If each item in a bulleted list is a complete sentence, or if each bulleted item completes the preceding phrase, place a period at the end of each item.
 - We used many tactics to calm the dog:
 - Sherry gave him a bone.
 - Susie sang to him.
 - Carey rubbed his belly.
 - At the picnic, we will need:
 - Paper plates.
 - Colorful napkins.
 - Styrofoam cups.
- Avoid ending the sentence preceding a bulleted list with *the following*.

ABBREVIATIONS

UNITED STATES

- as a **noun**, United States: *The prime minister left for the United States yesterday.*
- as an **adjective**, U.S. (no spaces): *A U.S. soldier was killed in Baghdad yesterday.*
- as part of **organization names** (see the *AP Stylebook* under “U.S.”).

STATES

- Spell out the names of the states in text when they appear alone: *Wildfires continued to rage through southern California yesterday.*
- Abbreviate them when they appear in conjunction with the name of a city, town, village, or military base: *Needham, Mass., Oxnard Air Force Base, Calif.*
- Do not abbreviate Alaska, Hawaii, Idaho, Iowa, Maine, Ohio, Texas, and Utah (the two states that are not part of the contiguous United States and the states that are five letters or fewer).
- When abbreviating U.S. states, do so as follows:

Ala.	Fla.	Md.	Neb.	N. D.	Tenn.
Ariz.	Ga.	Mass.	Nev.	Okla.	Vt.
Ark.	Ill.	Mich.	N.H.	Ore.	Va.
Calif.	Ind.	Minn.	N.J.	Pa.	Wash.
Colo.	Kan.	Miss.	N.M.	R.I.	W.Va.
Conn.	Ky.	Mo.	N.Y.	S.C.	Wis.
Del.	La.	Mont.	N.C.	S.D.	Wyo.
- Place one comma between the city and the state name, and another after the state name, unless at the end of a sentence or in a dateline (e.g., *She traveled from San Diego, Calif., to go to school in Kansas City, Mo. Now, she’s thinking of moving to Santa Fe, N.M.).*

DATES

- Always use Arabic figures, without *st*, *nd*, *rd* or *th*.
- Capitalize months.
- When a month is used with a specific date, abbreviate only Jan., Feb., Aug., Sept., Oct., Nov., and Dec. (e.g., Oct. 4 was the day of her birthday).
- When a phrase lists only a month and year, do not separate the month and the year with commas (e.g. February 1980 was his best month).
- When a phrase refers to a month, day, and year, set off the year with commas (e.g., Aug. 20, 1964, was the day they had all been waiting for).

TIME

- Use figures except for noon and midnight.
- Use a colon to separate hours from minutes (e.g., 2:30 a.m.).
- 4 o’clock is acceptable, but time listings with a.m. or p.m. are preferred.

CREDENTIALS

- When listing credentials after someone’s name, always place CIA first, then other IIA designations.
- Only exception is doctoral titles (e.g., PhD, JD) — should appear before CIA.
- Do not list masters- or undergraduate-level designations (e.g., MBA, BA, etc.).

PUNCTUATION

CAPITALIZATION

- For hyphenated words in a title, or when part of a proper noun in regular text, lowercase the word after the hyphen (Knowledge-sharing Process). Exception: “Certification in Control Self-Assessment” — this is a registered name.
- Capitalize *E-mail* in titles, headers, and display type, or at the beginning of a sentence. Use lowercase *e-mail* in regular text when it doesn’t appear at the beginning of a sentence. The same applies to e-business, e-commerce, etc.
- For company names that are all lowercase, capitalize the first letter of the name only if it falls at the beginning of a sentence.
- Exceptions to capitalizing:
 - The Institute of Internal Auditors.
 - The Institute.
 - The IIA.
 - The IIA Research Foundation.
 - The Foundation.
 - **Note:** The is also capped in every instance.
- Do not capitalize internal auditor unless it’s used as part of a formal title preceding someone’s name.

APOSTROPHE (’)

- For plural nouns ending in *s*, add only an apostrophe: *the girls’ toys, states’ rights*.
- For singular common nouns ending in *s*, add ‘*s*: *the hostess’s invitation, the witness’s answer*.
- For singular proper names ending in *s*, use only an apostrophe: *Descartes’ theories, Kansas’ schools*.
- For singular proper names ending in *s* sounds such as *x*, *ce*, and *z*, use ‘*s*: *Marx’s theories, the prince’s life*.
- For plurals of a single letter, add ‘*s*: *Mind your p’s and q’s, the Red Sox defeated the Oakland A’s*.
- Do not use ‘*s* for plurals of numbers, or multiple letter combinations: *the 1980s, RBIs*

COLON (:)

- Capitalize the first word after a colon only if it is a proper noun or the start of a complete sentence: *He promised this: The company will make good all the losses*. But: *There were three considerations: expense, time, and feasibility*.
- Colons go outside quotation marks unless they are part of the quoted material.

COMMA (,)

- Always use a comma before *and* in a series: John, Paul, George, and Ringo; red, white, and blue.
- Use a comma to set off a person’s hometown and age: *Jane Doe, Framingham, was absent. Joe Blow, 34, was arrested yesterday*.

PUNCTUATION (CONTINUED)

HYPHENS (-) & DASHES (—)

- Use a hyphen for compound adjectives before the noun: well-known actor, full-time job, 20-year sentence.
- Do not use a hyphen when the compound modifier occurs after the verb: The actor was well known. Her job became full time. He was sentenced to 20 years.
- Do not use a hyphen to denote an abrupt change in a sentence — use a dash.
- Make a dash by striking the hyphen key twice. Put a space on either side of the dash: Smith offered a plan — it was unprecedented — to raise revenues.

PARENTHESES

- The perceived need for parentheses is an indication that your sentence is becoming contorted. Try to rewrite the sentence, putting the incidental information in commas, dashes, or in another sentence. If you do use parentheses, follow these guidelines:
- If the material is inside a sentence, place the period outside the parentheses.
- If the parenthetical statement is a complete independent sentence, place the period inside the parentheses.

PERIOD

- Use a single space after the period at the end of a sentence.
- Do not put a space between initials: *C.S. Lewis*; *G.K. Chesterton*.

QUOTATION MARKS (“ ”)

- In dialogue, each person’s words are placed in a separate paragraph, with quotation marks at the beginning and end of each person’s speech.
- Periods and commas always go within quotation marks.
- Dashes, semicolons, question marks, and exclamation points go within the quotation marks when they apply to the quoted material. They go outside when they apply to the whole sentence.
- Use single marks for quotes within quotes: She said, “*He told me, ‘I love you.’*”

REFERRING TO THE IIA

- The Institute of Internal Auditors (IIA).
- The IIA.
- The Institute.
- IIA Global Headquarters (with cap G and H).
- Refer to a specific institute as: IIA-Name (IIA-Australia).
- Refer to a specific chapter as: IIA-Name chapter (IIA-Chicago Chapter, or The IIA’s Chicago Chapter).

TITLES

- Of **computer games, movies, operas, plays, poems, songs, television programs, lectures, speeches** and **works of art**:
 - Put quotation marks around the title.
 - Capitalize the first and last words of the title.
 - Capitalize the principal words, including all verbs and prepositions and conjunctions with more than three letters.
 - Translate a foreign title into English, unless the American public knows the work by its foreign name: Nietzsche’s “Thus Spake Zarathustra”; Mozart’s “Magic Flute” BUT “Amores Perros”; “The Bhagavad-Gita.”
- Of **newspapers, magazines, journals, books, and newsletters**:
 - Do not place in quotation marks — use italics instead.
 - Capitalize *the* in the name if that is the way the publication prefers to be known.
 - Lowercase *the* before names if listing several publications, some of which use *the* as part of the name and some of which do not: *Time, Newsweek, the Washington Post, and the New York Times*.
 - Where location is needed but not part of the official name, use parentheses: *The Huntsville (Ala.) Times, The Toledo (Ohio) Blade*.
- Capitalize (no italics or quotation marks) other types of documents, such as research papers and reports.

TECH TERMS

cyberspace

dot-com

e-mail

hyperlink

Internet

login

logon

shareware

webcast

World Wide Web

database

DSL

home page

hypertext

intranet

logoff

online

Web site

webmaster



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